



# **Departmental Business Plan and Outlook**

**Department Name: Elections**

**Fiscal Years:**

**2003-2004**

**&**

**2004-2005**

**Plan Date: December 15, 2003**

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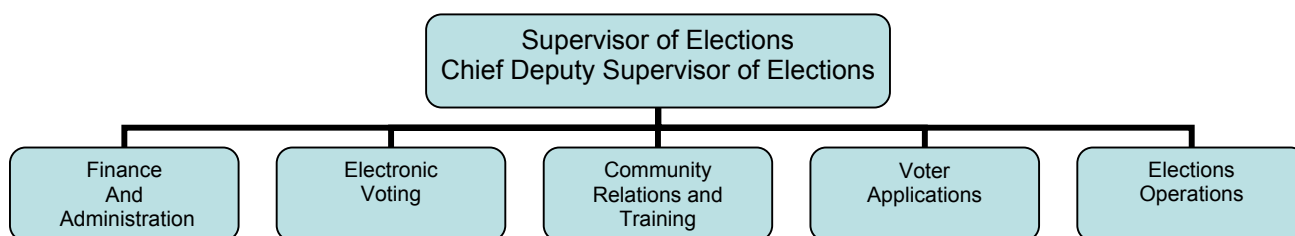
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Ensure that elections are free, fair, accurate, convenient, and accessible to all eligible voters	<b>Page 10</b>

## **APPENDIX**

## EXECUTIVE SUMMARY

### Description

The Elections Department, under the direction of the Supervisor of Elections, administers, prepares, conducts, and tabulates in a correct, uniform and impartial manner all Federal, State, County, and Municipal elections in accordance with Florida Statutes. The Department also provides election services and assistance to municipalities, School Districts, and Special Taxing Districts of Miami-Dade County. In our effort to enhance and promote the democratic principles of free and fair elections, the Department actively promotes community outreach and voter education programs throughout Miami-Dade County. The Department also serves in a ministerial role for candidate, campaign financing and reporting, and provides candidate and voting information.



- Provide enhanced voter registration throughout the County
- Improve outreach to all communities and expand voter education
- Improve community relations and develop business partnerships to improve quality of poll workers and polling places
- Aggressively pursue the continued implementation and compliance with the Help America Vote Act (HAVA)
- Centralize Elections Department in one building to provide improved elections logistics and services
- Develop and maintain effective departmental policies and procedures
- Aggressively recruit, train and retain poll workers throughout the County
- Improve and enhance early voting locations throughout the County
- Improve accuracy and integrity of voter registration files
- Monitor Federal and State legislation to ensure compliance with election-related laws
- Monitor campaign finance and reporting requirements and provide notification to candidates as required by law

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Signature  
Department Director

## **INTRODUCTION**

### **Department Purpose/Mission Statement**

The mission of the Elections Department is to establish administrative and operational procedures and controls to conduct free and fair elections throughout Miami-Dade County. The Department ensures the adherence to Local, State, and Federal election laws, maintains accurate voter registration records, and serves all citizens and municipalities in election-related matters.

### **Department Description**

The Elections Department, under the direction of the Supervisor of Elections, administers, prepares, conducts, and tabulates in a correct, uniform and impartial manner all Federal, State, County, and Municipal elections in accordance with Florida Statutes. The Department also provides election services and assistance to municipalities, School Districts, and Special Taxing Districts of Miami-Dade County. In our effort to enhance and promote the democratic principles of free and fair elections, the Department actively promotes community outreach and voter education programs throughout Miami-Dade County. The Department also serves in a ministerial role for candidate, campaign financing and reporting, and provides candidate and voting information.

## Organization and Staffing Levels

### Office of the Supervisor of Elections

Formulates and directs overall policy for voter registration, voter education and conducting elections; oversees management of the department; prepares the layout of the ballot for all Municipal, Countywide, State and National elections; serves as liaison to municipal clerks for conducting municipal elections; coordinates legislative issues relative to elections.

FY 02-03

3 FTE

\*Note A

FY 03-04

7 FTE-2 Seasonals

\$1,568,000

### Finance and Administration

Monitors the budget and prepares the budget submission; manages the main office and warehouse; purchases all needed goods and services; prepares payroll and performs personnel administration; prepares invoices and collects billed amount; applies for and monitors grants available for elections-related expenditures; prepares voting equipment for delivery to polling places.

FY 02-03

12 FTE

\*Note A

FY 03-04

18 FTE-93 Seasonals

\$1,730,500

### Voter Applications

Maintains records and registrations of eligible voters in Miami-Dade County; assembles precinct registers for all Municipal, Countywide, State and Federal elections; updates all changes in voter registration records; maintains Voter Registration System; generates statistics for registration purposes; prepares maps for countywide districts and precincts; coordinates overseas voting and services; supervises online voter applications.

FY 02-03

30 FTE

\*Note A

FY 03-04

22 FTE-27 Seasonals

\$2,424,000

### Electronic Voting

Prepares ballot design and layout; creates election definition and programming; coordinates tabulation for Municipal, Countywide, State, and Federal elections; generates statistics for tabulation; verifies maintenance and repair of electronic voting equipment; secures, tests and verifies all electronic voting equipment and ballot configurations.

FY 02-03

7 FTE

\*Note A

FY 03-04

14 FTE-8 Seasonals

\$2,613,500

### Community Relations and Training

Recruits, assigns and trains poll workers; conducts voter education programs and support services; coordinates with community organizations to promote voter outreach and education through special events; coordinates Election Central during Municipal, Countywide, State and Federal elections; assists with media development and programs

FY 02-03

9 FTE

\*Note A

FY 03-04

15 FTE-90 Seasonals

\$2,827,000

### Elections Operations

Provides information and qualifies candidates for public office; qualifies candidates for all countywide elections; receives, reviews, audits and maintains campaign finance reports and public disclosure statements as public record; secures and supports polling places; coordinates distribution and collection of voting equipment and materials; coordinates election day field operations; plans, coordinates, and supervises absentee voting and early voting locations.

FY 02-03

7 FTE

\*Note A

FY 03-04

18 FTE-111 Seasonals

\$808,100

\*Note A: The Elections Department had budgeted all personnel and expenditures under one budget index code totaling \$13,374,000.

**Departmental Business Plan and Outlook****Department Name:****Fiscal Years:**

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**Staffing Levels**

Functional Unit	FY 02-03 Budget (Prior Year)	FY 03-04 Budget (Current Year)
Supervisor of Elections	5	7
Finance and Administration	12	18
Electronic Voting	7	14
Elections Operations	8	18
Voter Applications	30	22
Community Relations and Training	9	15
<b>Total</b>	<b>71</b>	<b>94</b>

**Fiscal Environment****Revenues and Expenditures by Fund**

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 02-03 Actual	Current Fiscal Year 03-04 Budget	Projection as of 10/31/2003
<b>Revenues</b>	88	0	0
..			
..			
..			
..			
<b>Total</b>	88	0	0
<b>Expense</b>			
"Personnel	9,910	9,250	9,045
"Operating	3,314	2,385	2,182
"Capital	148	30	30
<b>Total</b>	13,374	11,665	11,257

**Note:** The \$11.665 million is strictly the Department's general fund operating budget. An additional \$307,000 voter education grant will be in a separate fund

**Equity in pooled cash (for proprietary funds only)**

<b>Fund/ Subfund</b>	<b>Prior FY __ Beginning Year Actual</b>	<b>Prior FY __ Year- end Actual (Est.)</b>	<b>Current FY __ Year-end Budget</b>
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

## Business Environment

The Elections Department serves more than 900,000 registered voters in Miami-Dade County, all of whom are at least 18 years old and United States Citizens. Beginning with the widely-reported issues surrounding the 2000 Presidential Election, the Elections Department has operated in a highly-scrutinized environment. New State regulations invalidated the Department's former punch card method of balloting and required the County to adopt one of two new categories of equipment, optical-scan equipment or Direct Recording Electronic equipment (DRE, otherwise known as touch screen machines). The County chose the second option and contracted with Election Systems & Software to provide the system, which included more than 7,000 iVotronic balloting terminals. Following an extremely difficult election in September 2002, each successive election has generally run more smoothly than the previous one. Nevertheless, the most significant fundamental change ever in the way the County conducts elections – required by State law to take place more expeditiously than might have been advisable – continues to present operational challenges.

Numerous other Federal and State laws impact the way the Department does business. The Help America Vote Act (HAVA) set a number of new standards, many of which the Department already met but a number of which the Department (as well as many election offices across the county) had to devote resources to bring the County into compliance. Additionally, the Florida Americans with Disabilities Accessibility Implementation Act, the State's version of the Americans with Disabilities Act (ADA), sets strict accessibility standards which are currently met by only a minority of polling places. All polling places must be brought into compliance by 2006, and doing so will require significant amounts of time and money.

The Department's business environment is also impacted by advocacy groups, such as the Miami-Dade Election Reform Coalition (MDERC), who have raised a number of issues requiring the Department's attention. Foremost among those issues is a proposal to require a "paper audit trail" of votes, which would be achieved by the attachment of yet-to-be-developed or certified printers to iVotronic machines. A mandate by the Board of County Commissioners – or by pending Federal legislation – to procure such equipment would require significant fiscal and time commitments and would impact the Department's operations in a significant manner.

## Critical Success Factors

The Department will relocate its administration and warehouse operations to a new facility by the first quarter of FY 2003-2004. This relocation will consolidate and streamline election administration and logistics. There will be improvements to voter education initiatives by mailing sample ballots for one countywide election as well as publishing sample ballots in local newspapers. The Department will provide early voting sites and will continue to provide early voting sites for municipal elections if requested. The Department will purchase an optical imaging and storage system to digitally record all public records, including voter registration cards and voter registration changes. The new equipment will save labor and space at the Department's new facility. The Department will receive approximately \$307,000 from the State for voter outreach and education in FY 2003-2004. The Department will continue to monitor federal and state grant opportunities to assist in accomplishing its goals in providing for free and fair elections to enhance voter confidence.

Unlike most County departments, the Miami-Dade Elections Department actually becomes more active with each additional incorporation or annexation. A successful incorporation involves two special elections, one approving the formation of the new municipality and another approving the proposed charter, and the Elections Department absorbs the cost of the first of those elections. Even an unsuccessful incorporation would involve the first election, and the Department would have to absorb that cost. There are ongoing policy discussions to reimburse the County for these election expenses. Figures vary considerably based on the size of the new municipality, but the total cost of those two elections for the last two municipalities to incorporate – Doral and Miami Gardens – was \$500,000. Proposed *annexations* require one special election; the direct cost is typically reimbursed by the municipality that would annex the new area under the proposal.

Additionally, immediately following the formation of a newly-incorporated municipality, that municipality holds its first municipal election, and then the Department must provide municipal election services to that new municipality in perpetuity. Municipalities generally reimburse the Department for the direct cost of municipal elections, but the department absorbs many indirect costs (as evidenced by the fact that the gap between municipal reimbursements and the department's total budget is larger than the cost of countywide elections, the cost of which the Department always incurs). Precisely because of the incremental fiscal impact of additional municipal elections, an Ordinance has been submitted that would require new municipalities – as a condition of incorporation – to adhere to a common Municipal Election Day, enabling the department to more efficiently spread costs among as many municipalities as possible, reducing their direct costs and the Department's indirect costs.



## **Future Outlook**

Miami-Dade County has faced serious problems in the conduct of elections for several years, culminating in a Board-authorized county-wide deployment of unprecedented resources in November 2002. Since that much-publicized successful election – which was made possible, in part, through an unsustainable allocation of funding and manpower – the Elections Department has conducted dozens of successful municipal elections. Each successive municipal election has generally been conducted with more limited resources than the previous one as County staff become more knowledgeable and self-sufficient, reducing the dependency on County vendors (such as the manufacturer of the electronic voting equipment).

While the nature of proprietary hardware and software dictates that the County will always need to maintain a partnership with the vendor, the Elections Department continues to work to minimize the need for its assistance. Both from a standpoint of propriety and efficiency, it is in the County's interest to continue this dual-track strategy of approaching self-sufficiency (while never becoming totally independent) and maintaining the relationship with the vendor at the lowest possible cost.

The Municipal elections of 2003 have allowed County staff to work through challenges as the Elections Department prepares for three important countywide elections in calendar year 2004 (the March 9<sup>th</sup> Presidential Preference Primary, the August 31<sup>st</sup> Congressional/State Primary and Mayoral/County Commission Race and the November 2<sup>nd</sup> Presidential Election) as well as at least 28 Municipal elections.

While the foremost goal of the Elections Department must always be to conduct free, fair and accurate elections, the Department also seeks to serve as a national model for others to follow by implementing innovative projects. One such project is the Secure Electronic Registration and Voting Experiment (SERVE). The Federal Voting Assistance Program (FVAP) chose Miami-Dade to be one of only approximately 50 jurisdictions in the United States to participate in this pilot program, which will allow overseas military personnel to cast absentee ballots via secure Internet connections. All jurisdictions are expected to participate by 2006, but Miami-Dade will implement a limited version of the system – under federal guidance – by November 2004. The program is expected to decrease dependency on sometimes-unreliable overseas post offices to ensure full enfranchisement of U.S. citizens abroad.

The Elections Department is aware that – because of the closely contested 2000 presidential race and the role of Miami-Dade County in that election – international eyes will be on Miami-Dade during 2004. The Department does not take that fact lightly but is cautiously optimistic that the elections process in Miami-Dade, which was admittedly not a source of pride for the County in 2000 and 2002, will continue to improve and that successful small elections in 2003 will prepare the County for successful major elections in 2004.

## THE PLAN

### Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

## **Departmental Business Plan and Outlook**

**Department Name:**

**Fiscal Years:**

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As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.

Supporting these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

### **Department-related Strategic Plan Goals:**

- Ensure that elections are free, fair, accurate, convenient, and accessible to all eligible voters

### **Department-related Strategic Plan Priority Outcomes:**

- Educated voters
- Opportunities for every registered voter to conveniently cast a vote
- Votes counted and reported accurately and quickly
- Integrity of voter records maintained
- Integrity of candidate and public official records maintained

# Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

**Goal:** *Ensure that elections are free, fair, accurate, convenient, and accessible to all eligible voters*

**Outcome1-1:** *Educated voters*

**Strategies:**

- *Improve outreach to all communities for voter education by 20%.*
- *Improve community relations through special events and media efforts by 20%.*

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- *Increase number of outreach events per month by 20%.*
- *Increase registered voters by 5%.*

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Actual outreach events per year	N/A	575	690	<ul style="list-style-type: none"><li>Development of community outreach plan to reach all registered voters to better inform them of upcoming elections.</li></ul>	Milton Collins
Number of registered voters	942,000	989,000	1,040,000		

**Note (1):** Since Presidential Elections run in even number years, outreach efforts are expected to increase in these years as opposed to odd number years. Year-over-year these comparisons are not appropriate for the Elections Department; a better comparison would be among similar elections, e.g. 2000 Presidential Preference versus 2004 Presidential Preference.

# Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

## **Outcome1-2:** *Opportunities for every registered voter to conveniently cast a vote*

### **Strategies:**

- *Establish dedicated Early Voting Sites*
- *Implement measures to increase polling place accessibility*

### **Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- *25% Increased partnership participation with groups and organizations.*
- *10% Reduction of "change of address" forms completed on Election Day.*
- *Implement temporary solutions to achieve ADA compliance in 67 polling places.*
- *25% Increase in the use of college and high school students.*

### **DEPARTMENT PERFORMANCE OBJECTIVE(S)**

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Number of Polling Places in compliance with ADA	150	217	317	<ul style="list-style-type: none"><li>Formulate a plan to address polling place ADA compliance issues in conjunction with the County's ADA and Budget Office.</li><li>Aggressively pursue the continued implementation and compliance with the Help America Vote Act (HAVA)</li><li>Develop simple form to assist former felons in restoring voter rights</li><li>Increase voter confidence regarding voting equipment.</li><li>Develop, implement and maintain training programs to ensure poll workers perform their election board duties effectively.</li><li>Identify and secure a minimum of one dedicated Early Voting Site in County-owned facilities for each County Commission District (13 sites).</li><li>Develop logistic plan to coordinate distribution of voting equipment and setup of early voting sites.</li><li>Establish community "Elections Working Group" to serve as focus groups for office initiatives.</li></ul>	Penelope Townsley
Number of Partnerships with groups and organizations	12	15	20		Milton Collins
Number of High School and College Students	150	185	235		Ivy Korman Milton Collins Milton Collins  Penelope Townsley  Penelope Townsley/ Jimmy Carmenate  Milton Collins

# Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

## **Outcome1-3: Recruitment and education of poll workers**

### **Strategies:**

- Recruitment, training, and retention of poll workers throughout community

### **Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- Increase number of poll worker recruitment by 4%
- Increase number of poll worker newsletters published

### **DEPARTMENT PERFORMANCE OBJECTIVE(S)**

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Number of newsletters published	Note (2)	2	4	<ul style="list-style-type: none"><li>• Publish two editions of a poll worker newsletter.</li><li>• Develop poll worker duty cards for training and Election Day use.</li><li>• Prepare poll worker survey/evaluation for use following major elections</li></ul>	Milton Collins
Number of poll workers recruited	Note (2)	17,000	17,700		Milton Collins

Note (2): This is a new performance measure. Previous fiscal year's data not available.

# Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

## **Outcome1-4: Voter record maintenance**

### **Strategies:**

- Enhance departmental policies and procedures

### **Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- Decrease percent of clerical errors to 1%.

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Voter file maintenance post audit	Note (4)	2%	1%	<ul style="list-style-type: none"><li>Audit daily update reports to ensure new voter information and changes to existing voter information have been properly updated.</li><li>Improve accuracy and integrity of voter registration files</li><li>Mail address verification notices</li></ul>	Emil Phillips  Emil Phillips Emil Phillips
Note (4): This is a new performance measure. Previous fiscal year's data not available.					

# Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

**Outcome1-5:** *Maintain of campaign contribution & expenditure reporting.*

**Strategies:**

- *Provide candidates with access to laws/legislation via Department website*
- *Update candidate qualifying documents as required by legislation*

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- *Notify candidates of non-compliant campaign reports within three (3) business days after audit completion*
- *100% of all candidate qualifying documents updated and available for public access within 15 business days of effective date of legislation*
- *All candidate qualifying packets available six (6) months prior to the respective qualifying period*

**DEPARTMENT PERFORMANCE OBJECTIVE(S)**

DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 02-03 ACTUAL	TARGETS			
		FY 03-04	FY 04-05		
Percentage of Non-Compliant Audits Communicated Within Established Timeframes.	84%	88%	90%	<ul style="list-style-type: none"><li>Enhance audit procedures for candidates to facilitate accurate and timely reporting.</li><li>Monitor State and Federal legislation, ensuring compliance with election-related laws</li></ul>	Penelope Townsley  Penelope Townsley